25 January 1963

MEMORANDUM FOR: Chief, Analysis Branch

FROM   : Chief, Indexing Section

SUBJECT   : Future utilization of Indexing Section personnel.

     The Indexing Section has a more than adequate capability to handle the current work-load. It is time to take stock of the situation, set definite goals, and make plans for the future.

1. The most important goal is to get the work on a day-to-day basis and keep it there. I propose that it be adopted as a general requirement that coded documents be forwarded to the Camera Room no later than the second workday after receipt. For example, material received on a Monday will be indexed and sent out before the close of business on Wednesday of the same week. It has been amply demonstrated in recent weeks that the Indexing Section has the capacity to produce well in excess of the daily intake; therefore a requirement that production merely meet the input should pose no problems.

2. An essential ingredient for maintaining this strength is the adoption of a positive program of personnel recruitment to allow for turnover. The average length of service of our present work force of 24 is 30 months. If we then assume that we will get 2½ years of service from each analyst, it means we must recruit 10 new analysts each year, or slightly less than one per month. We should not become complacent in this regard just because things look good at the moment; there are at least three of our present staff who will almost certainly be leaving within the next six months.

3. Provided the processing goal cited in paragraph 1 is being met, I propose that the following steps be taken to improve our work and increase the challenge and interest in our mission:

    a) Assign a full-time assistant for the Dictionary Editor. This will be particularly important if we are going to begin publishing the 3-tag Dictionary for a wide range of consumers. The assistant should be an experienced document analyst with a demonstrated ability and interest in the Dictionary, and with a strong desire to see it become a valuable reference tool.

    b) Provide regular training opportunities for our people, especially attendance at IOC and area courses. In addition, make time for refresher training in our work, such as the IBM course the Machine Division is willing to conduct.

c) Attain at least 50% verification of our output. This can
be accomplished by having one analyst per unit, in addition
to the Senior, spending part of the day reviewing.

d) Utilize the resources of Graphics Register/Film Branch for
area orientation.

e) Experiment with new ways of indexing. As time is available,
it might be interesting to try out the selector/abstracter/
indexer team concept. It is possible that this may be the
answer for achieving true uniformity of information selection
for indexing.

f) Encourage communication of ideas by a regular schedule of
unit and Section meetings. Evidence is piling up that written
memoranda and ISC Manual instructions are not by themselves
adequate means of transmitting complicated indexing concepts.
There needs to be more provision for talking things over and
allowing free group dynamics to come to grips with our problems.

g) Finally, and perhaps most important, we should actively explore
the possibilities of indexing certain report series for which
there is now no detailed subject/area retrieval.

25X1A9a

Chief, Indexing Section